

**BY ORDER OF THE COMMANDER
PACIFIC AIR FORCES**

**PACIFIC AIR FORCES INSTRUCTION
10-212**



13 DECEMBER 2013

Operations

**MANAGEMENT OF TROOP
TRAINING PROJECTS-554TH
RED HORSE SQUADRON**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*; AFI 38-201 *Management of Manpower Requirements and Authorizations*; DODD 4270.5 *Military Construction*; Department Of Defense Instruction (DODI) 1100.19, *Wartime Manpower Mobilization Planning Policies and Procedures*, and Air Combat Command Instruction (ACCI) 32-151, *Management of Training Projects-RED HORSE Squadrons*. It provides the requirements for the Management of the United States Pacific Command (PACOM)/Pacific Air Forces (PACAF) Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) Troop Training Projects (TTP). It provides guidelines for the development of real property maintenance, TTP repair, and minor construction projects accomplished using government-furnished materials, with labor furnished by the Active Duty (AD) and Air Reserve Component (ARC) RED HORSE and Prime Base Engineer Emergency Force (BEEF) squadrons. This publication applies to the Active Duty and the ARC, assigned within PACAF. For purposes of this publication, the ARC consists of the National Guard Bureau (NGB)/Air National Guard (ANG) and the Air Force Reserve Command (AFRC). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) located in Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command.

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1. Scope

1.1. All projects performed under the guidance of this Instruction will conform to the limits, terms, and authorities set forth in Air Force Instruction (AFI) 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*, AFI 65-601, Volume 1, *Budget Guidance and Procedures*, and AFI 10-209, *RED HORSE Program*. This PACAF instruction (PACAFI) also applies to Joint Chiefs of Staff (JCS) and PACOM sponsored exercise projects.

1.2. The 554th RED HORSE Squadron (554 RHS) will perform troop training projects under the direction of PACAF/A7X.

1.3. This instruction does not cover emergency or contingency type troop projects related to tactical deployments or natural disasters unless directed by the PACAF Commander, (COMPACAF).

2. Criteria. Projects developed for accomplishment under the provisions of this Instruction are classified as training projects and will meet the following criteria:

2.1. Afford significant opportunity to enhance specific AFSC skills of the 554 RHS assigned individuals and augmentation personnel from the ARC (ARC includes both Associated ANG personnel and AFRC personnel) through project accomplishment (primarily AD). RED HORSE Troop Training Project (TTP) opportunities will enhance the overall management, technical and command skills of the 554 RHS as a whole.

2.2. Require PACAF/PACOM Area of Responsibility (AOR) project approval for TTPs in addition to forecasting and approval of Military Personnel Appropriation (MPA) man-day,

commercial travel funding and per diem as necessary to augment troop movement costs of other AD Major Command (MAJCOM) RED HORSE Squadron's (RHS's) personnel supporting PACAF/PACOM Troop Training Construction Projects and AFRC and NGB personnel directed to PACAF/PACOM construction projects in Deployment for Training (DFT) or on Annual Tour (AT) status orders funded by ARC allocated Reserve Personnel Appropriation (RPA) man-days and transported via military airlift (MilAir) troop movement support capability as outlined in Air Force Reserve Command Instruction (AFRCI) 10-204, *Air Force Reserve Exercise and Deployment Program*, and ANGI 36-501, *Air National Guard Civil Engineer Deployment for Training Program*.

2.3. PACAF/A7X will provide a list of approved projects to ACC/A7X in accordance with (IAW) AFI 10-209 for inclusion in the consolidated RHS TTP list.

2.3.1. RHS Commanders (RHS/CCs) are not authorized to accept projects without first coordinating with the supported CES Commander (CES/CC), the supported base contracting officer, the Numbered Air Force (NAF) civil engineer, and gaining approval from MAJCOM level and Air Staff in turn.

2.3.2. Coordinate all projects through PACAF/A7X that do not require PACAF funding, such as work for other commands or services prior to accepting the project.

3. Project Acceptance/Approval Limitations. The following cautions and restrictions apply to any project being considered for RHS execution:

3.1. The supported CES/CC will coordinate with the base contracting officer before RED HORSE is given a construction project. Do not execute proposed projects in a general locality during a time when a surplus of local labor exists for the type of labor skills required for the project. This determination is the responsibility of the local project programming or approval authority. Include a non-competition statement on the project approval document explaining the impact, if any, on local contractor(s) or labor relations as a result of the utilization of RED HORSE assets per AFI 10-209.

3.2. RED HORSE is subject to short notice rapid deployments to support disaster recovery operations and/or contingency requirements. RED HORSE will not accept projects if failure to accomplish the project by a specific beneficial occupancy date will result in a mission failure by the ultimate user of the facility.

4. Project Authorization.

4.1. Approval authority for all RED HORSE TTPs will be IAW AFI 10-209, AFI 32-1032, AFI 32-1012, *Reserve Component Facilities Programs*, 22 July 1994, AFI 32-1021, *Planning and Programming Military Construction (MILCON) Projects*, 14 June 2010, ACCI 32-151, and current PACAF established policy as outlined in this PACAFI 10-212. Projects scheduled for accomplishment under the provisions of this regulation are requested through PACAF/A7X for approval by PACAF/A7. Once project approval is obtained, all projects are submitted in turn to ACC/A7X for visibility and coordination purposes IAW AFI 10-209. The 554 RHS will develop a proposed TTP schedule each fiscal year (FY) (see suggested format [Attachment 4](#)) for approval by PACAF/A7. IAW AFI 10-209, once approved and incorporated into the consolidated RED HORSE annual TTP by ACC/A7X, PACAF/A7X will notify each requester of approved RED HORSE construction projects through a project notification letter. Project notification letters will include base, project number, and project

title. Any proposed cancellation of an approved project (except requester cancellation) must be submitted in writing to PACAF/A7X and approved by PACAF/A7. PACAF/A7X will notify ACC/A7X of any subsequent cancellation resulting from the request and the master RED HORSE TTP program matrix updated by ACC/A7X accordingly.

4.2. Projects scheduled and not completed during the current FY construction schedule can be carried over to the following FY. Requests for out-of-cycle project insertions into the RED HORSE schedule will be coordinated through PACAF/A7X for PACAF/A7 approval. Any out-of-cycle approvals to PACAF's TTP program will be communicated to ACC/A7X for updating of the master RED HORSE TTP Matrix.

4.3. After notification of project acceptance for RED HORSE troop construction, the CES/CC or designated representative(s) at the requesting installation will develop all necessary project documents including DD Form 1391, *FY 20__ Military Construction Project Data* (sample included as [Attachment 1](#)); DD Form 1391C, *FY 20__ Military Construction Project Data (Continued)* (if necessary for further project funding clarification); Certificate of Environmental Compliance; and AF Form 813, *Request for Environmental Impact Analysis*. Prepare these documents IAW established AF and applicable MAJCOM directives for real property projects in the format prescribed in AFI 32-1032. The base CES/CC will coordinate all work with the 554 RHS during the project approval document preparation stage.

4.4. The installation commander or an individual to whom real property support responsibility has been delegated, must approve the project by signing the DD Forms 1391 and 1391C (if utilized), with the approved site plan.

4.5. CES/CCs and others submitting base/wing level approved projects for consideration and inclusion in the RED HORSE TTP construction program will forward approved project documents to PACAF/A7X and the 554 RHS/CC. Units on a Joint Base will ensure the project routing/approval complies with the respective Joint Base MOUs before submission to PACAF/A7X. All project documents must have sufficient information to allow an independent reviewer to understand the requirement, training benefit, classification of work, total cost (funded and unfunded), impact if not accomplished, and project timing requirements.

4.6. Always use the term "troop training" where applicable in the development of all project documents.

4.7. The assigned lead RHS will accomplish an evaluation of the project and provide its assessment to the requesting CES/CC with an information copy to PACAF/A7X (suggested format in [Attachment 2](#)). Evaluations will include as a minimum:

- 4.7.1. Statement regarding the value of the project for enhancement of unit training.
- 4.7.2. Projected availability of RED HORSE equipment. Requirements for host unit equipment or lease/rental equipment, if needed/as applicable.
- 4.7.3. Estimated number of personnel and calendar days required to accomplish project.
- 4.7.4. Review of funded and unfunded costs for general compliance with scope and troop deployment(s).
- 4.7.5. Estimated fuel required to support project vehicles and equipment.

4.7.6. Evaluation of RED HORSE design capability if required.

4.7.7. Recommended period of accomplishment to include tentative start date.

4.8. The requesting CES/CC reviews the RED HORSE evaluation, revises project documents to match RED HORSE estimates, and sends a copy of the approved project documents (including the RED HORSE evaluation) to PACAF/A7X with an information copy to the assigned lead RHS.

4.9. PACAF/A7X will forward copies of approved project documents to PACAF/A7P to review work classification and project approval limits. Once approved by PACAF/A7, courtesy copies of the project documentation will be forwarded to ACC/A7X IAW AFI 10-209, for inclusion in the overall AF RED HORSE TTP program matrix.

4.10. Procedures in paragraphs 4.3 through 4.6 above also apply to revised project documents. Additionally, requesting CES/CC and the assigned lead RHS should periodically review accuracy of programmed costs. This is particularly important when the project start date is not soon after preparation of project documents.

4.11. Procedures for obtaining RED HORSE project consideration and authorization from MAJCOMs requesting PACAF RED HORSE support are as follows:

4.11.1. Requesting MAJCOM will forward DD Forms 1391 and 1391C, as applicable, to PACAF/A7X. After an initial review, PACAF/A7X will forward project documents to PACAF/A7P to review.

4.11.2. Upon review and coordination by PACAF/A7P, PACAF/A7X will forward reviewed documents to unit level to ensure the 554 RHS has ample opportunity to review the project as presented in documentation and develop its assessment of its training value and other criteria as outlined in paragraph 4.7.1 through 4.7.7 of this PACAFI.

4.11.3. PACAF RED HORSE, upon completion of its evaluation of the selected project(s) IAW paragraph 4.7 above, will send their acceptance and/or any subsequent recommendations to the requesting CES/CC with info copy to PACAF/A7X.

4.11.4. After notification of project acceptance for RED HORSE construction, requesting CES/CC will prepare project documents IAW instructions in paragraph 4.8 above and obtain project approval and funding at appropriate level.

4.11.5. The appropriate MAJCOM or base will forward a copy of the approved project document to PACAF/A7X, 25 E. Street, Suite B-306, Joint Base Pearl Harbor-Hickam HI 96853 with an information copy to ACC/A7X and the 554 RHS. PACAF/A7X will review documents for sufficiency and coordinate with the appropriate RHS leadership for work directive. PACAF/A7 will forward DD Forms 1391 and 1391C to AF/A7C for approval on projects exceeding MAJCOM approval authority IAW AFI 32-1032 and AFI 10-209. See **Attachment 3** for additional requirements and major troop training process milestones. Once PACAF has formally accepted the project for 554 RHS participation, PACAF/A7X will provide a copy to ACC/A7X to ensure the project is listed in the master AF RED HORSE TTP matrix showing PACAF 554 RHS support.

5. Unit Home Station Work Authorization.

5.1. In the event a local/home station construction project becomes an unexpected major base priority, a streamlined out-of-cycle process for unit/home station projects is authorized. The 554 RHS/CC, responding to the requirement, can submit to PACAF/A7X for expedited approval of such work orders which have significant training value within MAJCOM project approval authority limits using an AF Form 332, *Base Civil Engineer Work Order*. The 554 RHS/CC must review and consider existing squadron TTP commitments, exercises, inspections and AOR deployment requirements, to determine if the “late” project(s) can be supported without adverse impact to the existing commitments prior to submission to PACAF. If approved at MAJCOM level for 554 RED HORSE participation and execution, the late project(s) must be scheduled so they do not delay completion or participation in any previously programmed AF/A7C, ACC/A7X or PACAF/A7X approved TTP(s)/exercises, inspections or real world contingencies the unit is already programmed to support.

5.2. Initiation, approval, and accomplishment of RED HORSE cantonment maintenance of a job order nature may be delegated to the 554 RHS by the CES/CC in accordance with current guidance provided by the Joint Region on accomplishment of this type work. Specific authority and responsibilities will be identified in a written agreement on a case by case basis if needed IAW AFI 25-201, *Support Agreements Procedures*, 1 May 2005.

6. Project Scheduling.

6.1. The RHS/CC will furnish PACAF/A7X and the supported bases with a current project listing and tentative schedule prior to the start of the new fiscal year. The supported CES/CC will ensure all necessary pre-construction actions are completed (design, if required, written Federal, state, and local environmental compliance approval, procure materials and accommodations) to ensure project(s) start on the scheduled date. Lodge RED HORSE teams on base whenever possible, as temporary duty (TDY) costs are part of the funded portion of the project and thus subject to statutory limitations. Depending on application, per AFI 65-601, Volume 1, TDY costs could be part of the funded portion of the project and thus subject to statutory limitations, and possible PACAF cuts to meet sequestration requirements.

7. Project Design.

7.1. During the RED HORSE evaluation of the project documents, RED HORSE will determine if engineering work hours and expertise are needed and if so, whether they are available within RED HORSE for project design. If design is required, careful consideration should be given to accomplishing a sufficient number of designs to ensure the RED HORSE engineering flight is adequately trained in each engineering discipline and overall project technical administration (drawings, current working estimate, etc.). Include TDY costs for evaluation or design of PACAF projects as an unfunded line item in the DD Form 1391C. TDY costs for evaluation or design of all non-PACAF projects are funded by the base or parent MAJCOM. The supported CES/CC will ensure funding is available for completion of the design work for those projects RED HORSE determines it does not have the manpower and/or expertise to design prior to RED HORSE accepting the project for TTP consideration.

7.2. Upon completion of project design, the RHS/CC and base CES/CC will review copies of the project design, AF Form 9, *Request for Purchase*, bill of materials, copy of the civil engineer material acquisition system inquiry for work order materials or copies of AF Form

1445, *Materials and Equipment List*, and current working estimate (CWE). Project reviews are to ensure technical and functional adequacy, all the required signatures have been obtained, and materials ordered.

8. Project Management. For projects covered by this instruction, RED HORSE and the supported CES/CC will assume the following responsibilities in addition to those identified in AFI 10-209 and the established RED HORSE Project Engineer/Project Management Guide issued by the 823rd RED HORSE Squadron:

8.1. Assign technical inspection responsibilities to a project liaison officer, by letter to RED HORSE, with sufficient skills and authority to accomplish the following duties:

8.1.1. Act as CES/CC liaison with RED HORSE and other base agencies.

8.1.2. Coordinate preparation of all funding and project approval documents with appropriate base agencies.

8.1.3. Prepare AF Form 9 or electronic equivalent for materials, services, or rental equipment as needed.

8.1.4. Establish bill of materials (BoM) and coordinate material acquisition with appropriate base agencies.

8.1.5. Coordinate use of supported base/CES heavy equipment, shops, tools, and vehicles.

8.1.6. Convene a preconstruction conference with the supported agency, RED HORSE project manager, engineer, inspector, and other required agencies prior to work start date.

8.1.7. Monitor the status of supported base/CES government-furnished material and equipment. Ensure the approved project BoMs received is 100 percent complete prior to construction start date; otherwise the RHS/CC may reschedule the project start date or recommend cancellation of the project in its entirety to PACAF/A7. PACAF/A7 will cancel projects if materials, funds, or inadequate/faulty or lack of design impede project accomplishment.

8.1.8. Check quality of construction and workmanship. Although the primary purpose of RED HORSE projects is for troop training, all work must meet or exceed industry standards to be acceptable at completion for utilization and/or occupancy.

8.1.9. Determine design and construction deficiencies that could impair intended functional use of the facility or project.

8.1.10. Maintain the following in a project jacket file and furnish to RED HORSE 30 days prior to start of work: AF Form 332, copy of approved DD Forms 1391 and 1931c to include certificate of environmental compliance; AF Form 813, plus the current status of Federal, state, and local environmental approvals as required, site plan, project drawings; AF Form 103, *Base Civil Engineering Work Clearance Request*, all pertinent AF Form 9 copies, AF Form 1445, CWE and other pertinent data.

8.1.11. Conduct pre-final and final acceptance inspections with RED HORSE and other required agencies to identify project/construction/as built drawing/administrative deficiencies and the necessary actions to correct them.

8.1.12. Follow up to ensure proper corrective action(s) on all identified deficiencies are addressed.

8.2. The RED HORSE Commander will assign a project engineer/officer-in-charge (OIC) through the chief of engineering for each project whose responsibilities will include the following:

- 8.2.1. Act as a liaison with the local CES/CC throughout the project.
- 8.2.2. Aid on-site project manager with responsibilities as outlined below.
- 8.2.3. Review and approve deviations from original design.
- 8.2.4. Attend pre-construction conference.
- 8.2.5. Attend pre-final inspection.

8.3. The RED HORSE Commander will assign a project manager/non-commissioned officer-in-charge (NCOIC) through the chief of operations for each project whose responsibilities will include the following:

8.3.1. Coordinate arrival of equipment and manpower with the CES. 30 days prior to a deployment; ensure project design, vehicles, materials, billeting, and messing are available to support the deployment(s) and notify PACAF/A7X of any unresolved problems encountered.

8.3.2. Prior to start of work:

8.3.2.1. Provide project liaison officer with a project schedule of activities (e.g., MS Project®, CPM, PERT, bar graph, etc.).

8.3.2.2. Inventory BoM to verify all items are on hand.

8.3.3. Attend preconstruction conference.

8.3.4. Ensure both quality of workmanship and final product meet or exceed national construction standards.

8.3.5. Maintain project folder on the job site containing copies of AF Form 332; project drawings, specific matters of applicability, BoMs or copies of AF Form 1445 material status; copy of approved DD Forms 1391 and 1931c. Also, include AF Form 103; project schedule of activities (e.g., CPM, PERT, bar graph, etc.); record of funded and unfunded projects costs to date; CWE; Construction Inspection Diary; up-to-date as-built drawings; copy of final DD Form 1354, *Transfer and Acceptance of Military Real Property*; and other pertinent data.

8.3.6. Arrange for pre-final inspection of the project. At the conclusion of the inspection, establish a deficiency list to note construction and design deficiencies IAW AFI 32-1023, *Designing and Constructing Military Construction Projects*, 21 April 2010. The RED HORSE project manager, the CES representative, and the supported agency will sign the deficiency list. If disagreement occurs between the RED HORSE project manager and the inspector concerning correction of deficiencies, the base chief of engineering will have final authority for acceptance of the work.

8.3.7. Upon resolution of deficiencies, schedule a final inspection for the CES supported agency and RED HORSE project manager.

8.3.8. Provide complete as-built drawings and DD Form 1354 to host CES/CC.

8.4. The RHS is responsible for maintaining current status and a project file for each approved project. Project engineers are responsible for continuously reviewing the project files for each of their assigned projects to ensure the file is current and pertinent documents are in the file.

9. Project Cost Accounting. The local CES and RED HORSE have a joint requirement in the collection and reporting of project costs, to include the following:

9.1. The host CES will:

9.1.1. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from MAJCOM (PACAF/A7X for PACAF projects).

9.1.2. Ensure project costs do not exceed statutory limits. If project costs appear to be reaching said limits, local CES/CC and RED HORSE project engineer will identify portions of work to be eliminated and/or alternatives to keep costs below limits. PACAF/A7X will be notified of any changes.

9.1.3. Provide data base access to designated RHS personnel and establish a work order for each project with appropriate cost accounting of all Construction in Progress (CIP) in The Automated Civil Engineer System (ACES) and the Interim Work Information Management System (IWIMS) which interfaces with ACES for project work order management. Follow the general guidance applicable to the AF RED HORSE community as a whole provided in ACCI 32-151 for managing projects and cost accounting for RED HORSE. Input and track requirements against the work order on a weekly basis and in addition to the all inclusive funded cost data entries in ACES and IWIMS, as a cross-check, provide sufficient project cost documentation from the supported/base level to the supporting RHS functional for inclusion in their unit level project funds tracking via MS Project® or Individual Project Tracker v2.1 to minimize any potential for project cost overruns.

9.1.4. Issue an AF Form 616, *Fund Cite Authorization (FCA)*, for miscellaneous costs, base service store cards, servo-plates, and tool issue cards chargeable to the project as necessary.

9.1.5. Prepare completed construction transfer documents. The CES/CC will prepare an AF Form 1442, *Real Property Engineering Data*, upon final acceptance to transfer accountability of completed new construction to real property records. Project cost records will provide pertinent information for capitalization to CES real property and/or cost accounting records dependent upon project classification.

9.1.6. Within 30 days after completion of all RED HORSE work, verify estimated per diem and travel costs accrued and submit final project status report to PACAF/A7X.

9.1.7. Estimate project funds required to finish the FY and return the remainder to PACAF/A7R (or other funding MAJCOM) 30 days prior to the end of the FY. Host base will program sufficient funds at the beginning of the new FY to complete the project if necessary.

9.2. RED HORSE will:

9.2.1. Maintain a daily inspection diary on AF Form 1477, *Construction Inspection Record*. Make inspections daily, to include weekends and holidays, as appropriate and maintain project inspection records in a folder to track and document the quality of real property construction. On non-work days, indicate this with an entry for the day's report. Include the following information in the daily inspection diary:

9.2.1.1. Name/number of project.

9.2.1.2. RED HORSE project OIC/NCOIC.

9.2.1.3. Date.

9.2.1.4. Weather conditions.

9.2.1.5. Number of personnel assigned on project, hours they work, and their trade.

9.2.1.6. Work accomplished on the project.

9.2.1.7. Actual or potential delays on the project, cause, and action taken to correct them.

9.2.1.8. Injury(s) Date, Time, copy of Accident report.

9.2.2. Request separate AF Form 616 from the benefiting base for TDY and convoy costs prior to deployment.

9.2.2.1. Return the AF Form 616 for TDY costs to the issuing office after publishing all orders or upon expiration of AF Form 616. Forward all copies of TDY orders to the accountable finance office (office that issued the authority).

9.2.2.2. AF Form 616 for convoy costs (fuel, oil, emergency repairs, etc.) must be annotated with the costs incurred. Return AF Form 616 with supporting obligating documents either upon expiration or completion of the project but NLT the expiration date on AF Form 616 to the accountable office.

9.2.3. Track all costs for the project, (funded and unfunded) utilizing Microsoft Project® or Individual Project Tracker v2.1. Maintain hard copy files of all expenditures and provide sufficient supporting documentation to the supported host CES/CC and work in conjunction with the host CES/CC to ensure all funded project costs are entered into ACES and IWIMS on a weekly basis to maximize project funded cost visibility at all levels and minimize the potential of "under-reporting" project expenditures and the possibility of exceeding approved project funding limits.

9.2.4. Maintain fiscal responsibility for the project costs as they occur and project future expenditures, which reflects the best estimates, to ensure the project does not exceed the approved project funding limit.

9.2.5. Adhere to the directive guidance in AFI 65-601 Volume 1 when developing cost projections for an operations and maintenance (O&M) project, military labor should be identified as an "unfunded cost" and listed as such on the project DD form 1391. Even though it is not counted against the funding limitations (\$750K or up to \$1.5M for Life/Health/Safety) for "O&M minor construction," it must be listed and considered in determining who has the "final approval authority for the project." Items that are not

military labor (travel, per diem, equipment rental, etc.) are funded costs and must be shown as such on DD form 1391 and counted against the funding limitations assigned to the project.

9.2.5.1. Once an O&M minor construction project has been approved, per AFI 65-601 Volume 1, the following paragraph and its referenced sub paragraphs to account for in-house labor applies:

9.2.5.2. AFI 65-601, Volume 1, paragraph **9.14.3** and its inclusive sub paragraphs **9.14.3.1** thru **9.14.3.13**. (Exceptions are in paragraph 9.15. of the same AFI) apply to this PACAFI. Charge all funded costs accordingly to the applicable military construction appropriation. All costs attributable to the project listed on the approved DD form 1391 and 1391C are to be recorded and tracked. However, **ALL MILITARY LABOR IS TO BE CONSIDERED AN "UNFUNDED" COST AND AS SUCH DOES NOT REDUCE IN ANY WAY FROM THE APPROVED PROJECT ALLOCATION LIMIT**, up to \$750K for O&M minor military construction. There is no differentiation on military labor in AFI 65-601, Volume 1. Branches of Service, AD, ANG or Reserves are viewed as military equals, all one and the same for construction purposes and funding cost accounting. As such, "military labor," regardless of the sourcing, is considered **UNFUNDED** and although "tracked as a construction cost item" does not count against the actual construction project ceiling limitations.

9.2.5.3. Addressing travel and per diem costs: If ARC (ANG and AFRC) support is in an augmentation and training capacity and not the "Lead Construction Agent" (LCA) related to the project, any and all of their travel and associated per diem costs will not be applied or reimbursed by the funded project. Per AFI 65-601 V1, paragraph **9.14.3**. regarding funded project costs, and specifically sub paragraph **9.14.3.10** (POC: PACAF/FMA).

10. Supported Base – Responsibilities

10.1. Will forward all necessary information to the RED HORSE vehicle maintenance section for use in updating vehicle maintenance and fuel consumption records.

10.2. Will establish a separate Project Funds Management Report (PFMR) account and Emergency Special Project (ESP) suffixes to the CES Responsibility Center/Cost Center (RC/CC) code prior to incurring any expenditure against the project. Use these codes on all servo-plates, AF Form 1445, etc., charged to the project. Standard shop codes with an organizational code assigned specifically to the project may be used. By establishing these codes, expenditures for fuel, supplies, equipment rental, Contractor Operated Civil Engineer Supply Store (COCESS), Contractor Operated Parts Store (COPARS), etc., will be summarized on the D-11 report and on a monthly RC Manager's Engineering Support Program Report (ESPR) . Request inquiries on this report as required and work with the local CES/CC to ensure data base access and all project costs are tracked as outlined in paragraph **8.1.2** of this instruction.

10.3. Will furnish RED HORSE an obligation authority for convoy expenses, travel, and per diem prior to deployment. The 554 RHS will use their commercial credit cards while on

convoy. RED HORSE will return AF Form 616 to the accountable station and receipts to the unit's host station.

10.4. In regard to RED HORSE proficiency training and associated training costs, the supported base RHS/CC and/or CES CC with a recognized need for refresher or upgrade training by AFS for their squadron personnel can request manning opportunities for training on the TTP program. This request must be from the RHS/CC or CES/CC and cannot be delegated. If the supporting RHS/CC concurs, these supported base personnel may be assigned to the project over and above the required manning levels defined on the approved DD Form 1391. Coming from the supported base, these additional personnel will not incur any travel and per diem costs. However their man-hours and associated man-hour costs will be tracked and listed with the total aggregate of military man-hours expended on the project and the total actual military man-hour cost exempted from depleting the project funding cap in any way.

10.5. PACAF will fund approved PACAF projects directly supporting RED HORSE troop training. Use project funds for per diem, travel, contract billets, construction material, and vehicle or construction equipment operating and rental costs. The unit may use PACAF O&M funds for contract work or materials supporting RED HORSE work. Major equipment repair costs that occur during the project are excluded from these funds.

10.5.1. For non PACAF selected TTPs, host base squadron or other MAJCOM will provide funds to support RED HORSE TDY, reconstitution funds (if RED HORSE equipment is utilized), transportation of equipment and over-the-road costs, if applicable, via fund citation or other acceptable documentation. Guidance for funding RED HORSE TDY is stated in AFI 65-601, Volume 1, [Chapter 10.2](#).

10.5.2. Use project funds to cover minor maintenance on deployed RED HORSE vehicles. RHSs generally fund major repairs from their O&M budget. Minor maintenance includes tune-ups, oil changes, replacing minor components, etc. If project management makes a decision to fund minor vehicle repairs from project funds, those costs must then be annotated in the records as a funded cost against the project's approved statutory limits. Major repairs or heavy maintenance includes work such as rebuilding engines, replacing transfer cases, etc. Some repair or heavy maintenance work could be paid for by project funds if the circumstances warrant. For example, if a loader tire wore out through use on more than one project, RED HORSE will pay for its replacement. However, if the tire wore out at an accelerated pace due to unusual site conditions, project funds would pay for the replacement. Typical minor maintenance and repair work that would be paid for with project funds include, but is not necessarily limited to items listed in paragraphs [10.5.2.1](#) and [10.5.2.2](#).

10.5.2.1. Additional examples of minor repair and replacement of minor components chargeable to an O&M minor construction project designated as a TTP:

10.5.2.1.1. Lights/Mirrors.

10.5.2.1.2. Windshield wipers.

10.5.2.1.3. Fuel pump.

10.5.2.1.4. Filter elements.

10.5.2.1.5. Fan belts.

10.5.2.1.6. Starter solenoid.

10.5.2.1.7. Voltage regulator.

10.5.2.1.8. Batteries.

10.5.2.2. Examples of minor repair of major components chargeable to an O&M minor construction project designated as a TTP:

10.5.2.2.1. Engine (—replace injector lines).

10.5.2.2.2. Transfer case (—adjust linkage).

10.5.2.2.3. Transmission (—change filters).

10.5.2.2.4. Front and rear axle assembly (— change oil).

10.5.2.2.5. Rear suspension assembly (—replace worn bolts).

10.6. Reconstitution Policy: Policy formalizes the methodology used by project planners to compute reconstitution costs. Reconstitution costs are included as a funded cost on DD Form 1391C. A flat rate policy has been implemented beginning with the FY02 program. For CONUS projects, four percent of the project's total BoM will be budgeted and included on the front page of DD Form 1391 to cover reconstitution costs. For overseas projects, eight percent will be used. A higher percentage is used for overseas projects due to the operating environment, length of deployment, and historical cost data. Reconstitution funds will be sent to host base. The host base is responsible for funding reconstitution cost to RED HORSE equipment used in the project. Other project funds will be sent to the base. Reconstitution funds are allocated to fund the minor maintenance costs as outlined in paragraphs [10.5.2.1](#) and [10.5.2.2](#).

10.6.1. Units will track annual reconstitution costs captured under ESP Code which will be established in association with "Command Funded RED HORSE Projects Reconstitution."

10.6.2. IAW AFI 65-601, Volume 1, funded project costs include but are not limited to:

10.6.2.1. Materials.

10.6.2.2. Travel.

10.6.2.3. Transportation.

10.6.2.4. Maintenance and operation of government equipment.

10.6.2.5. Contractor services.

10.7. RED HORSE projects accomplished for other commands are funded by the command for which the project is being accomplished. The funds required will be that amount of funded cost identified on the approved DD Forms 1391 and 1391C, plus the TDY cost of any preliminary evaluations or design as described in paragraph [3.7](#) and [6.1](#). Reconstitution fee applies to all projects accomplished by PACAF RHS.

11. Project Training

11.1. PACAF/A7X will develop a 24-month training project program for the Pacific theater and coordinate with AFRC/A7X and NGB/ANG A7X to determine/coordinate their units ability to participate in order to identify funds required for the ensuing FY and program project funds in the appropriate budget categories as specified by current financial management guidance. Use only funded costs as shown on the project document (DD Forms 1391 and 1391C) for budget purposes. Total funds required to complete a training project is the aggregate sum of the funded costs.

MICHAEL A. ADDISON, Colonel, USAF
Director, Installations and Mission Support

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 10-2, *Readiness*, 30 October 2006

DODD 1100.4, *Guidance for Manpower Management*, 12 February 2005

DODD 4270.5, *Military Construction*, 12 February 2005

DODI 1100.19, *Wartime Manpower Mobilization Planning Policies and Procedures*, 20 February 1986.

AFI 10-209, *RED HORSE Program*, 8 May 2012

AFI 25-201, *Support Agreements Procedures*, 1 May 2005

AFI 32-1012, *Reserve Component Facilities Programs*, 22 July 1994

AFI 32-1021, *Planning and Programming Military Construction (MILCON) Projects*, 14 June 2010

AFI 32-1023, *Designing and Constructing Military Construction Projects*, 21 April 2010

AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*, 15 October 2003

AFI 65-601, Volume 1, *Budget Guidance and Procedures*, 3 March 2005

AFMAN 33-363, *Management of Records*, 1 March 2008

AFRCI 10-204, *Air Force Reserve Exercise and Deployment Program*, 21 March 2007

ANGI 36-501, *Air National Guard Civil Engineer Deployment for Training Program*, 7 December 2004

ACCI 32-151, *Management of Training Projects—RED HORSE Squadrons*, 30 June 2008

Adopted Forms

AF Form 9, *Request for Purchase*

AF Form 103, *Base Civil Engineering Work Clearance Request*

AF Form 332, *Base Civil Engineer Work Order*

AF Form 616, *Fund Cite Authorization*

AF Form 813, *Request for Environmental Impact Analysis*

AF Form 847, *Recommendation for Change of Publication*

AF Form 1442, *Real Property Engineering Data*

AF Forms 1445, *Materials and Equipment List*

AF Form 1477, *Construction Inspection Record*

DD Form 1354, *Transfer and Acceptance of Military Real Property*

DD Form 1391, *FY ____ Military Construction Project Data*

DD Form 1391C, *FY ____ Military Construction Project Data (Continuation)*

Abbreviations and Acronyms

554 RHS—554th RED HORSE Squadron

A7X—PACAF Installations and Mission Support Readiness Division

ACC—Air Combat Command

ACC/A7X—Air Combat Command Readiness Division

ACCI—Air Combat Command Instruction

ACES—Automated Civil Engineer System

AD—Active Duty

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRCI—Air Force Reserve Command Instruction

AFRIMS—Air Force Records Information Management System

AFSC—Air Force Specialty Code

AK—Alaska

ANG—Air National Guard

ANGI—Air National Guard Instruction

AOR—Area of Responsibility

ARC—Air Reserve Component (Comprised of both AFRC/ANG assets)

AT—Annual Tour

BEEF—CE Base Engineer Emergency Force (Prime BEEF)

BoM—Bill of Materials

CES—Civil Engineer Squadron

CES/CC—Commander Civil Engineer Squadron

CIP—Construction in Progress

Cite— —Citation

COCESS—Contractor Operated Civil Engineer Supply Store

CONUS—Continental United States

COPARS—Contractor Operated Parts Store
CPM—Critical Path Method
CWE—Current Work Estimate
DD Form— —Department of Defense Form
DFT—Deployment for Training Division
DODD—Department of Defense Directive
DODI—Department of Defense Instruction
ESP—Emergency Special Project
ESPR—Engineering Support Program Report
FCA—Fund Cite Authorization
HI—Hawaii
IAW—In Accordance With
IMA—Individual Mobilization Augmentee (AFRC Only)
IWIMS—Interim Work Information Management System
JCS—Joint Chiefs of Staff
LCA—Lead Construction Agent
MAJCOM—Major Command
MilAir— —Military Airlift
MilCon— —Military Construction
MOA—Memorandum of Agreement
MOU—Memorandum of Understanding
MS—Microsoft Corporation
NAF—Numbered Air Force
NCOIC—Non-Commissioned Officer-in-Charge
NGB—National Guard Bureau
NGB/ANG A7X—National Guard Bureau/Air National Guard Operations and Readiness
O & M—Operations & Maintenance
OPCON—Operational Control
OPR—Office of Primary Responsibility
PACAF—Pacific Air Forces
PACAFI—Pacific Air Force Instruction
PACOM—Pacific Command

PERT—Program Evaluation & Review Technique

PFMR—Project Funds Management Report

RC/CC—Responsibility Center/Cost Center

RDS—Records Distribution Schedule

RED HORSE—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

RHS—RED HORSE Squadron

TBD—To be determined

TDY—Temporary Duty

TTP—Troop Training Project

Attachment 2

SAMPLE RED HORSE PROJECT EVALUATION

Table A2.1. Sample Red Horse Project Evaluation

	ON E WA Y Mile age	Trav el Cost	Field Per Diem	Partial Per Diem	Full Per Diem	Field Lodgin g	On- Base Lodgin g	Off- Base Lodgin g
Charleston AFB, Charleston, SC	525	\$220	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Homestead ARB	669	\$294	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Keesler AFB, Biloxi, MS	153	\$71	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Kelly AFB, San Antonio, TX	771	\$281	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Lackland AFB, San Antonio, TX	775	\$281	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Langley AFB, Hampton, VA	912	\$329	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Little Rock AFB, Little Rock AR	551	\$397	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
MacDill AFB, Tampa, FL	418	\$393	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Maxwell AFB, Montgomery, AL	173	\$79	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Moody AFB, Valdosta, GA	260	\$87	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Nellis AFB, Las Vegas, NV	1926	\$741	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Patrick AFB, Cocoa Beach, FL	482	\$607	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Pope Army Airfield	686	\$469	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Randolph AFB, Universal City, TX	752	\$281	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Robins AFB, Warner-Robins, GA	340	\$421	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Seymour-Johnson AFB, NC	743	\$739	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Shaw AFB, Sumpter, SC	3500	\$1,200	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00

Sheppard AFB, Wichita Falls, TX	834	\$849	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Tyndall AFB, Panama City, FL	82	\$25	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00
Wright-Patterson AFB, Dayton, OH	786	\$455	\$ 3.50	\$ 20.00	\$ 30.00	\$ -	\$ 10.00	\$ 30.00

Figure A2.2. Repair Munitions Haul Road WSA & MSA

REPAIR MUNITIONS HAUL ROAD, WSA & MSA				
Hometown AFB, USA		Project #		HMTN 02-1111
Prepared by Capt Skipper		Last Revision		Insert Date
COST ESTIMATE - FUNDED				
1. Material Costs				
Description	Unit	Quantity	Unit Cost	Total Cost
			\$	
Base Course	TN	150	10.29	\$ 1,544.03
			\$	
Asphalt	TN	3600	28.05	\$ 100,980.00
			\$	
Prime Coat	GAL	2500	1.06	\$ 2,656.25
			\$	
Tack Coat	GAL	4000	1.53	\$ 6,120.00
			\$	
Release Agent (Truck)	GAL	110	4.21	\$ 462.83
			\$	
Release Agent (Equipment)	GAL	165	3.36	\$ 553.99
			\$	
Cold Mix	TN	20	27.20	\$ 544.00
			\$	
Concrete	CY	15	47.60	\$ 714.00
			\$	
Contingency	%	10%	113,575.09	\$ 11,357.51
Total Item 1				\$ 124,932.60
2. TDY Costs				
Summary			Total Cost	
a. Travel to and from:	Hometown AFB, USA		\$1,200.00	
b. Per Diem			\$30.00	
c. Lodging (Commercial)			\$55.00	
Lodging (TLF)			\$13.00	
d. Rental Car			\$41.00	

<u>Design Visit</u>				
Duration:	4	days	Travel Cost Total:	\$ 2,400.00
# of people:	2		Per Diem Cost Total:	\$ 240.00
# of rental cars:	1		Lodging Total:	\$ 440.00
-			Rental Car Total:	\$ 164.00
-			Subtotal	\$ 3,244.00
<u>Construction Team</u>				
Duration:	60	days	Travel Cost Total:	\$ 3,600.00
# of people:	13		Per Diem Cost Total:	\$ 23,400.00
# of rental cars:	0		Lodging Total (Commercial):	\$ 14,300.00
-			Lodging Total (TLF):	\$ 6,760.00
-			Rental Car Total:	\$ -
-			Subtotal	\$ 48,060.00
<u>Commander's Site Visit</u>				
Duration:	2	days	Travel Cost Total:	\$ 4,800.00
# of people:	4		Per Diem Cost Total:	\$ 240.00
# of rental cars:	2		Lodging Total:	\$ 440.00
-			Rental Car Total:	\$ 164.00
-			Subtotal	\$ 5,644.00
Total Item 2				\$ 56,948.00
3. Contracted Services Costs				
<u>Description</u>	<u>Unit</u>	<u>Quantity</u>	<u>Unit Cost</u>	
Miller	hour	90	\$382.50	\$ 34,425.00
Paver	hour	90	\$127.50	\$ 11,475.00
Kick Broom	mo	1.5	\$1,105.00	\$ 1,657.50
Water Truck	mo	1.5	\$1,530.00	\$ 2,295.00
Dump Trucks (4)	mo	6	\$1,445.00	\$ 8,670.00
Loader	mo	1.5	\$4,080.00	\$ 6,120.00
Striping	LS	1	\$8,500.00	\$ 8,500.00
10 Ton Roller	mo	1.5	\$3,740.00	\$ 5,610.00
Total Item 3				\$ 78,752.50

4. Line Haul

<u>Description</u>		One-way mileage:	2230	<u>Total Cost</u>
Lodging and PerDiem			<u>Days</u>	-
12	Personnel x	\$85.00	10	\$ 10,200.00
		<u>Round</u>		
Fuel	<u>Trips</u>	<u>Gal/Trip</u>	<u>Total Gallons</u>	-
Pickup Truck	2	200	400	-
Tractor Trailer	6	500	<u>3000</u>	-
	\$			-
	1.50	per gal x	3400	<u>\$ 5,100.00</u>
Total Item 4				\$15,300.00

5. Vehicle O&M Costs

<u>Description</u>	<u>Quantity</u>	<u>Days</u>	<u>Gal/day (ea)</u>	<u>Total Gallons</u>
Grader	1	30	15	450
Vibratory Roller	1	30	10	300
Bobcat	2	60	10	1200
Loader	1	60	15	900
10-Ton Dump Truck	4	60	15	3600
Paver	1	30	25	750
Pneumatic Roller	1	30	10	300
Water Truck	1	60	10	600
		Gallons	\$	
Diesel Fuel	6900	x	1.01	\$ 6,969.00
		Gallons	\$	
Mogas Fuel	1200	x	1.08	<u>\$ 1,296.00</u>
				\$ 8,265.00
			\$	
Vehicle Maintenance/Repair	LS	1	10,000.00	<u>\$ 10,000.00</u>
Total Item 5				\$ 18,265.00

6. Reconstitution Costs

<u>Description</u>	<u>Unit</u>	<u>Quantity</u>	<u>Unit Cost</u>	
	4% of		\$	
Total Reconstitution - Includes IEU, Vehicle and Tool Replacement	BOM	0.04	124,932.60	\$ 4,997.30

Total Item 6 **\$ 4,997.30**

TOTAL FUNDED COSTS **\$ 299,195.40**

Cost Estimate - Unfunded**7. Military Labor**

<u>Description</u>	<u>Number</u>	<u>Hours</u>	<u>Days</u>	<u>Total</u>
Project OIC	1	8	60	480
Project NCOIC	1	8	60	480
Vehicle Mechanic	2	8	60	960
Electricians	0	8	60	0
Horizontal	11	8	60	5280
Engineering Assistant	0	8	60	0
	15	personnel		
	7200	man-hours x \$14.99/hr =		\$ 107,928.00

Total Item 7 **\$ 107,928.00**

8. Depreciation of Government Owned Equipment

<u>Description</u>	<u>Quantity</u>	<u>Days</u>	<u>Depreciation</u> <u>Per Day</u>	<u>Total Cost</u>
Grader	1	30	\$ 17.39	\$ 521.70
Paver	1	30	\$ 32.13	\$ 963.90
Water Truck	1	30	\$ 9.99	\$ 299.70
Bobcat	2	60	\$ 6.76	\$ 811.20
Vibratory Roller	1	30	\$ 11.33	\$ 339.90
Pickup Truck	2	60	\$ 4.76	\$ 571.20
2.5 CY Loader	1	60	\$ 20.48	\$ 1,228.80

Total Item 8 **\$ 4,736.40**

9. Design, Planning and Construction Management	
5% of Funded Costs	Total Cost \$ 14,959.77
Total Item 9	- \$ 14,959.77
TOTAL UNFUNDED COSTS	\$ 127,624.17
TOTAL PROJECT COST	\$ 426,819.57

Attachment 3

SAMPLE - RED HORSE TROOP TRAINING PROJECT MILESTONES

Table A3.1. Sample - Red Horse Troop Training Project Milestones












RED HORSE Commanders	1 Mar XX	Submit FYXX construction schedule to HQ PACAF/A7X for review. Schedule appointment with HQ PACAF/A7 to brief proposed schedule for final approval prior to 15 March
RED HORSE Commanders	During initial site evaluation visit	Inform CES CC of project suitability and likelihood of acceptance
HQ PACAF/A7X	1 Apr XX	Notify requestors of project status: Approved by PACAF/A7 for 554 RHS TTP accomplishment Supported by PACAF/A7 for funding and submission to ACC for consideration (final disposition TBD by ACC 25 Sept) Disapproved by PACAF/A7 Note: Upon notification of approved projects, begin design to ensure design completion will meet scheduled construction start date
HQ PACAF A7	1 Apr XX	Submit PACAF supported/funded projects beyond the capability of 554 RHS to support in FYXX to HQ ACC/A7X for their consideration

MAJCOMs, CES commanders and others requesting RED HORSE construction	1 Sep XX	Forward approved project documents (including Certificate of Environmental Compliance and AF Form 813, Request for Environmental Impact Analysis) if required to HQ PACAF/A7X with info copies to RED HORSE unit. Cost data in DD Form 1391 should mirror RED HORSE evaluation. Additional time may be required for environmental approvals
HQ ACC/A7X	25 Sep	Distribute final all inclusive approved project listing and tentative construction dates for FYXX. RED HORSE TTP
Other MAJCOMs	30 Sep XX	Obtain USAF/ILE approval on RED HORSE projects when required. Send copy of all approved project documents to HQ PACAF/A7X
HQ PACAF/A7X/P	30 Sep XX	Obtain HQ PACAF/A7 and USAF/ILE project approval, for PACAF RED HORSE troop training projects (as required)
HQ PACAF A7	1 Oct XX	Notify requestors of ACC RHS decision to support/non-support and schedule for actions
CES commanders, and others requesting RED HORSE construction	120 days before project starts	Complete project design and forward copy to the respective RED HORSE Squadron (if applicable)

Attachment 4

SAMPLE RED HORSE PROJECT SCHEDULE

Table A4.1. Sample Red Horse Project Schedule

EXERCISE RELATED CONSTRUCTION - TROOP TRAINING PROJECT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Bold Eagle										
HOW 93-0022 Const Fire Trng Area										
TYN 91-2211 Const Base Entom Area										
EGL 92-0121 Expand PB Trng Area										
Burning Sands										
DMT 93-2266 Repair Pavements										
HBT 93-1100 Repair Airfield Lights										
MTH 88-1092 Construct/Repair Roads										
OFF 91-1829 Small Arms Range										
SWA 94-0112 Repair Taxiway										
Giant Frost										

**NOTIONAL SCHEDULE—ACTUAL SCHEDULE SHOULD BE “CONFIDENTIAL”
WHEN BUILT**